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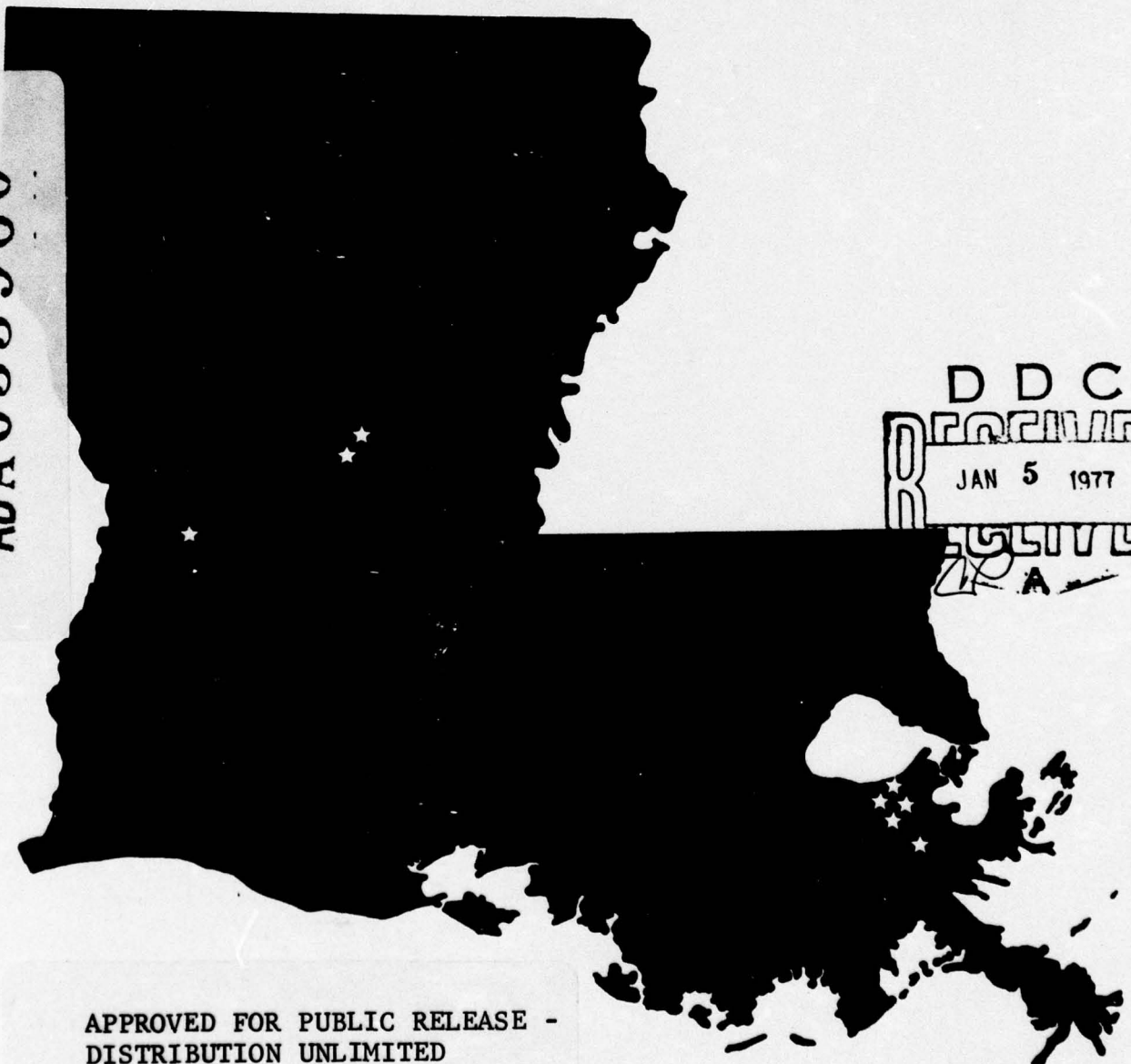


Report of a Field Trip to Louisiana

September 9-12, 1976

RESERVE FORCES POLICY BOARD

ADA 033960



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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Arrangements for Field Trip made by MG O.J.Daigle; trip for RFPB members only. Following Units visited: Office of Chief of Naval Reserve; Coastal River Division 22; 8th Naval District; U.S. Naval Air Station, Belle Chasse; Alexandria USAR Center; Camp Beauregard, Fort Polk; US Coast Guard Facility. Observations: Reserve Components close working relationships with Active Force; similarity of problems evident; Total Force Policy must be explained to personnel		

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Item #20 continued. ^{and} ^{is}
OF ALL COMPONENTS; command leadership stronger at O-6/O-5 command
level than at lower levels.

^{to be considered} ^{are:} ^{which appear to be}
Items for future study, Retention problem, greater than recruit-
ment problem; maintaining strength, major problem but proper equip-
ment needed to attain readiness; Problems of training for readi-
ness, ^{as a} ^{also} ~~illustrated on trip~~, ^{and} Mutual support among Reserve Components
and standardization in area of recruiting standards needs to be
monitored. ^{the}

Benefits derived: RFPB in stronger and better informed position
to advise SecDef; knowledge gained should enable more analytical
thinking and productive recommendations to SecDef, and Public
Affairs aspects of trip favorable.

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OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
WASHINGTON, D. C. 20301

LOUISIANA FIELD TRIP REPORT

→ A Reserve Forces Policy Board group of 14 persons visited units and installations of all seven Reserve Components in Louisiana during the weekend of September 10-11-12, 1976.

→ The following are among the observations made: ↓

The trip began immediately upon adjournment of the regular quarterly meeting of the Board at the Pentagon Thursday afternoon, September 9. Participants included representatives of all seven Reserve Components.

(cont on p. 1)
(B)

As far as can be determined, this was the first time the RFPB had made a field trip as a group for the specific purpose of visiting units of all the Reserve Components. The basic objective was to increase the Board members' knowledge of current training and readiness problems of Reserve Component units in all Services and thereby help the Board fulfill its statutory responsibility as "principal policy adviser to the Secretary of Defense on matters relating to the Reserve Components."

The trip was pronounced an outstanding success by all who participated. This report summarizes the planning, conduct and results of the trip.

W. Stanford Smith

W. Stanford Smith
Major General, USAR
Military Executive

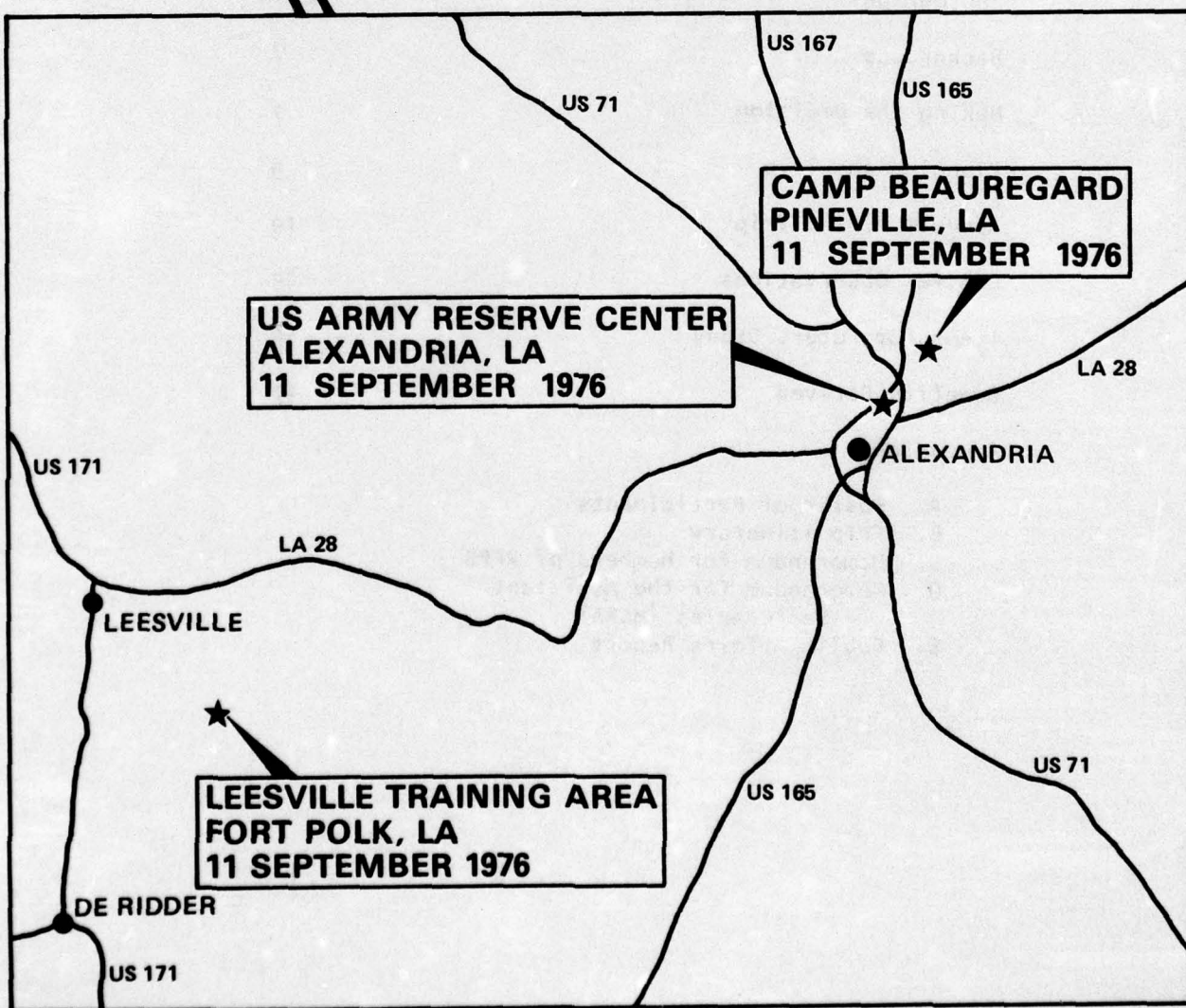
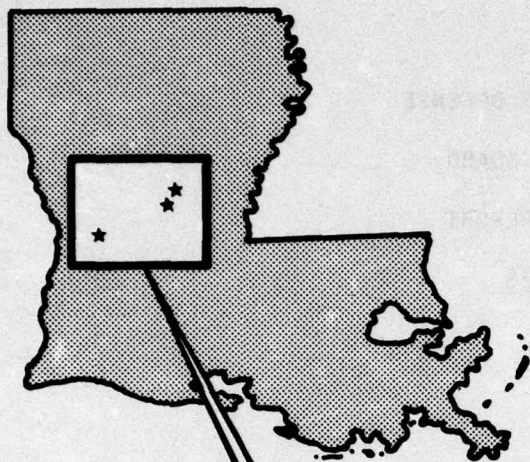
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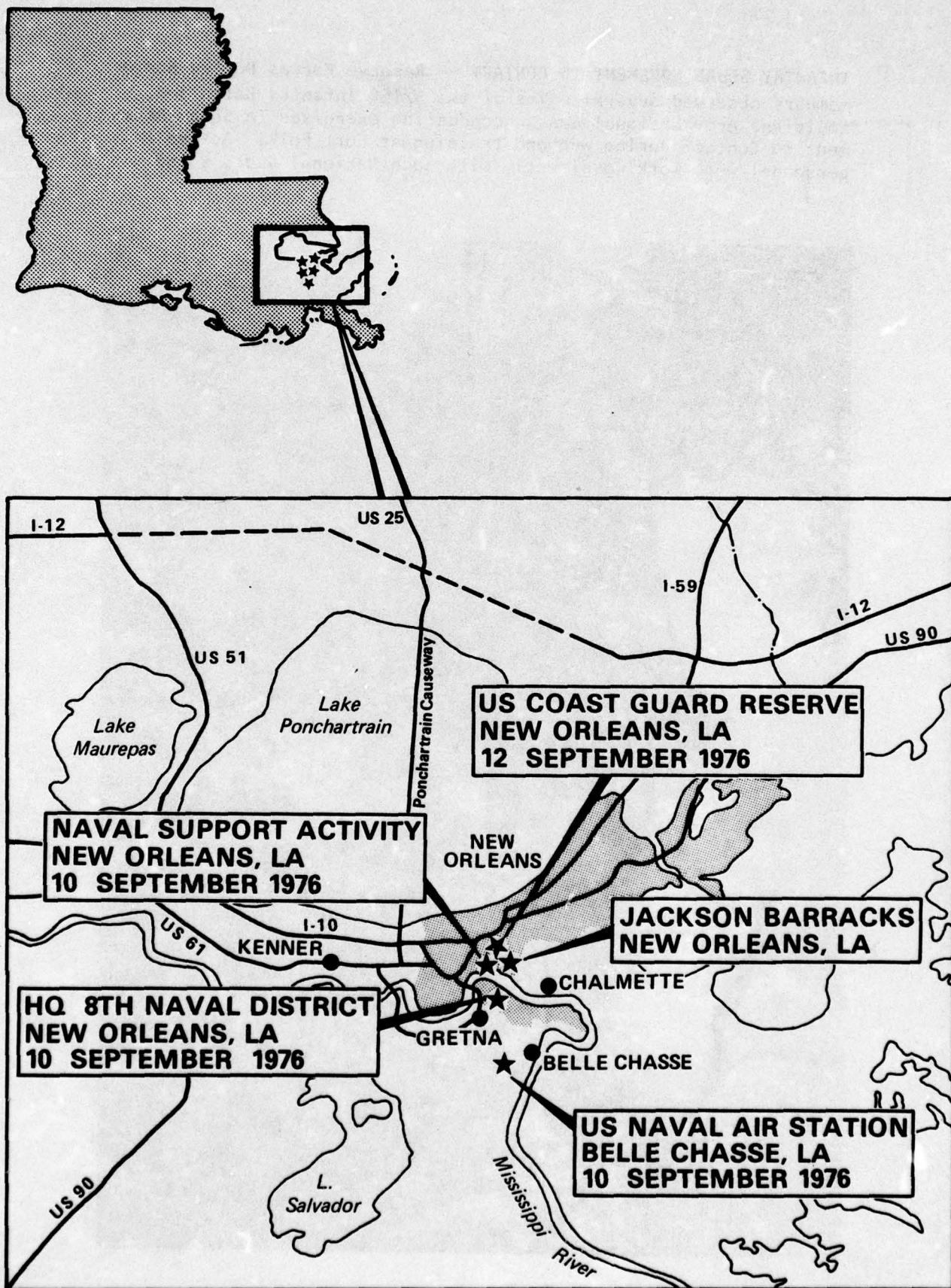
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OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
LOUISIANA FIELD TRIP REPORT
September 9-12, 1976

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INFANTRY SQUAD MOVEMENT TO CONTACT -- Reserve Forces Policy Board members observed several units of the 3/156 Infantry Battalion, Louisiana Army National Guard, conducting exercises in Squad Movement to Contact during weekend training at Fort Polk. Active Army personnel were working directly with each National Guard squad.



FIELD TRAINING AT FORT POLK -- RFPB members were given explanations of the field exercises by the commander of the 3/156 Infantry Battalion Louisiana Army National Guard (above) and then by platoon leaders at each location (below).



RESERVE FORCES POLICY BOARD LOUISIANA FIELD TRIP REPORT¹

Background

At several meetings in 1975 the Reserve Forces Policy Board discussed the desirability of a visit by the Board to Reserve Component units and installations to enable Board members to see units in a training environment. These discussions stressed the advantages for Board members to observe the operations of units in Services other than their own since the Board makes recommendations concerning OSD policy affecting all components.

There was general agreement both among Board members and among DoD officials who work closely with the Board. However, the original idea of holding a regular Board meeting at or near the sites to be visited was dropped because of practical considerations -- the non-availability at such a location of many DoD officials whose participation in Board meetings is needed, including briefing officers, and/or the added cost of transporting these individuals to a meeting. Accordingly, after a thorough review, the existing policy that all regular Board meetings be held in Washington was reaffirmed. At the same time it was agreed that a field trip would be profitable and should be undertaken at a time most convenient to all concerned.

At the June 1976 RFPB meeting MG O. J. Daigle Jr., ARNG, Adjutant General of Louisiana, renewed his invitation to the Board to make a field trip to Louisiana immediately following adjournment of the regular Board meeting in September. Final decision was left to the Chairman.

Making the Decision

Following adjournment of the June meeting, the Chairman asked the Military Executive to discuss the specific plans with senior DoD officials to determine whether there was general concurrence that this trip would be appropriate and useful.

¹ This report is in greater detail than might be expected. The purpose is to provide a reference document for future use in considering and/or planning similar field trips. Normal rotations provide a turnover in RFPB membership every three years.

These consultations with the Assistant Secretary of Defense (Manpower and Reserve Affairs), his Principal Deputy, the Deputy Assistant Secretary of Defense (Reserve Affairs) and the Assistant Secretaries (Manpower and Reserve Affairs) of the Military Departments resulted in unanimous agreement on the desirability of such a field trip. These specific advantages of the Louisiana area were developed:

1. New Orleans is the headquarters of the Naval Reserve.
2. It is the headquarters (designate) of the 4th Marine Division, the parent organization of the Marine Corps Reserve. It is the headquarters of the Marine Air Reserve Training Command.
3. Fort Polk is the training site of the 256th Infantry Brigade, ARNG, affiliated with the Active Army 5th Mech. Division.
4. Camp Beauregard is the headquarters of the 225th Engineer Group, ARNG.
5. The Naval Air Station, Belle Chasse, La., is the location of the 926th Tactical Airlift Group, USAFR; the 159th Tactical Fighter Group, ANG, as well as units of the USNR, USMCR and USCGR.
6. New Orleans is the location of a Coast Guard Reserve unit participating in "Captain of the Port" operations.
7. Quarters for the Board members are available at Jackson Barracks, operated by the Louisiana National Guard. This eliminates necessity to use a hotel with attendant difficulties of early morning starts, etc.

Cost considerations naturally entered into the decision-making process. The cost was minimized by starting the field trip immediately after adjournment of the regular Board meeting. This materially reduced the overall travel expense since some members incurred no travel expense beyond what is incurred for the regular Board meeting. For all Board members whose homes are in the Western half of the United States, the travel expense was actually less because the group traveled as a group from Washington to New Orleans on an aircraft supplied by the Louisiana Air National Guard. The number of man-days of active duty

was also minimized. The formal Board meeting was reduced from three to two days. In addition the usual one-day pre-briefing for some Board members was eliminated so that in most cases only one additional man-day was used above the number required for a Board meeting. The entire group was billeted at Jackson Barracks which is operated and funded by the State of Louisiana which also supplied all transportation required during the visits to units.

Accordingly, the trip was definitely scheduled immediately following adjournment of the regular September meeting. Chairman Slezak agreed to shorten the Board meeting to two days to enable the group to depart on Thursday afternoon, September 9, and have Friday, Saturday and Sunday, September 10-11-12 for the Louisiana itinerary.

Planning the Trip

Responsibility for the entire program in Louisiana was accepted by MG Daigle and his staff, to include coordination with local units and installations of all seven Reserve Components and the Active Forces.

Notification to Board members and to the Services stressed the points which had been covered in discussions with DoD officials:

- o Emphasis was to be on visits to units, not on briefings.
- o The trip was for Board members only. The Board was not requesting the participation of any other personnel.
- o The field trip was to be entirely separate from the Board meeting.

Copies of Memorandum for the Members of RFPB and Memorandum for the Assistant Secretaries (M&RA) of the Military Departments, both dated July 21, 1976, are appended at Appendix pages C-1 and D-1.

Subsequently all planning and coordination of the Louisiana itinerary were conducted by MG Daigle and his staff. It was reviewed for policy guidance with the RFPB Military Executive at several stages of its development but the entire itinerary was developed by the Louisiana National Guard which also accepted responsibility for all logistical support in Louisiana and for the conduct of the entire program.

Louisiana representatives of all the Reserve Components cooperated fully with the Louisiana National Guard in the planning and conduct of the itinerary. Without that full cooperation, the trip could not have been a success.

Conduct of the Trip

This section of the report summarizes each event on the firm itinerary which is attached at Appendix B.

The entire schedule was followed without any variation except minor changes in the timing of the planned schedule.

Thursday, 9 September 1976

Air transportation was provided by the Louisiana Air National Guard for the group which departed as planned from Andrews AFB at 1500 EDT Thursday, 9 September, and arrived at the Air National Guard Ramp, U.S. Naval Air Station, Belle Chasse, La., at 1900 CDT. Three UH-1 helicopters of the Louisiana Army National Guard were dedicated to the RFPB group for transportation within Louisiana for the entire stay there. They moved the group from the USNAS to Jackson Barracks where all members of the group were billeted. Jackson Barracks is a military post operated and funded entirely by the Louisiana National Guard.

At the reception and dinner at the Jackson Barracks dining facility, members of the RFPB party met all members of the National Guard staff who had participated in planning the visit and who would be assisting during the conduct of the itinerary for the following days.

Friday, 10 September 1976

Following breakfast at 0730 the entire RFPB group assembled in the Headquarters Building at Jackson Barracks for an orientation on training events and the entire schedule. Discussion included plans for meeting media requests for coverage, some of which had already been received. The Military Executive asked all RFPB members to keep notes which could be and were used later as the basis for this trip report.

The following sections of this part of the report will identify each unit or installation visited and include notes and comments of Board members specifically recorded in connection with each such visit.

Office of the Chief of Naval Reserve -- After a welcome by RADM Thomas Kamm, Deputy Chief of Naval Reserve, the group received a short briefing by Captain J. S. Eaves, CNAVRES, Internal Relations, who identified and explained the eleven basic programs under which the Naval Selected Reserve is organized. He outlined current and planned missions for the Naval Reserve and explained organizational changes which are under way or are planned for the future, including "Project Readiness" which represents the Navy's first major effort to develop "a positive and justifiable basis for a mobilization structure to meet Navy Total Force requirements in any contingency." Following this briefing, there was an extensive discussion with RADM Kamm and CAPT Eaves who answered many questions asked by RFPB members. These discussions continued during luncheon in the Navy Flag Mess.

- o Notes: These briefings were informative and useful, particularly in view of discussion of the Naval Reserve with Secretary Rumsfeld at the RFPB meeting the previous day.

Coastal River Division 22 -- The organization and missions of this unit were outlined by its commanding officer, CDR Robert Cushing, USNR.

- o Notes: Discussion with the commander and others indicated a high state of morale, above average retention record, some problem in maintaining ratings to match unit requirements and some concern with rumors that the program might be discontinued. Difficulties encountered as a result of unfounded rumors were noted also in other Navy units.

8th Naval District -- RADM George Cassell, USN, Commandant, described, through a slide presentation the manning status of Reserve Centers and Facilities within COM 8, indicating a number which should be dis-established because of under-utilization and inability to match limited available manpower with valid Naval Reserve requirements. Captain Mark Bayouk, USNR, prospective Readiness Commander for New Orleans, also discussed reserve strength figures and described the forthcoming change in command structure.

- o Notes: These discussions led to questions about management of the Naval Reserve program at this level -- such as the difficulty, if not impossibility, of conducting useful training for such a small number of individuals with disparate ratings at so many facilities and the resulting high cost per individual trained.

U. S. Naval Air Station, Belle Chasse -- At this location Board members were able to talk to commanders and other members of units of the Naval Air Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and the Coast Guard Reserve. This installation provided an excellent example of mutual support through joint use of the same facility by several reserve components.

- o Notes (Naval Air Reserve): Close working relationship with the Active Force under the gaining command concept again showed positive results in sharing active missions and maintaining strength in the reserve unit.
- o Notes (Marine Corps Reserve): High morale and evidently high level of readiness were apparent for the same reasons as in the case of the Naval Air Reserve. This is a Marine Air Reserve Training Unit.
- o Notes (Air Force Reserve): This was another example of an air unit with excellent equipment and facilities, good manning and a high level of combat readiness.
- o Notes (Air National Guard): This ANG unit also has good facilities and equipment, good manning levels and high readiness status, except that the runway at New Orleans NAS was under repair and 14 of the F-100D aircraft were being operated from the Gulfport, Miss., airport.
- o Notes (Coast Guard Reserve): This Coast Guard Training Activity had good equipment and facilities for training and a good organization. More Coast Guard Reserve personnel were seen on Sunday at the Coast Guard Captain of the Port facility. Comments appear at that point in this report.

Saturday, 11 September 1976

This was the most strenuous day of the trip. Following 0700 breakfast at Jackson Barracks the group departed by helicopters at 0800 for Alexandria, La., 185 miles away.

Alexandria USAR Center -- The group spent somewhat more than the hour and a half allocated to this visit on the schedule. After a short discussion with the commander of 1st Battalion, 4th Brigade,

95th Division (Training), USAR, the RFPB group asked the commander to provide four enlisted persons to talk informally with the group. Since no prior notice was given, this was a completely spontaneous discussion. The four enlisted personnel included one black EM and one female. All four were articulate and quite open in discussing their reasons for being in the unit, their reasons why they intend to remain or to get out at ETS. The unit was conducting training in food service (its mission). Some RFPB members listened to this training and interviewed trainees as well as individuals actually cooking the noontime meal for the unit.

- o Notes: This unit apparently has high morale because it knows its mission, its training is practical "hands-on" and it has an excellent Center properly maintained with the required facilities for this type of unit.

Camp Beauregard, La. -- This is another military post operated by the Louisiana National Guard. The RFPB group first visited the Louisiana Military Academy which conducts Army Officer Candidate School for Louisiana National Guard members. The group interviewed several candidates in the current class and found predictable comments about a "tough course" along with high morale and a determination to stick it out and earn a commission. The training facilities are superior. The RFPB group next visited a training project of the 528th Engineer Battalion, Louisiana Army National Guard. This unit was rehabilitating an old building on the post. RFPB members interviewed enlisted members working on the construction project and found high morale, again demonstrating the value of training which produces useful work products. The RFPB group had lunch at the Enlisted Men's Service Club at Camp Beauregard, another building which had been rehabilitated several months ago by the same unit.

- o Notes: This post showed what superb results can be achieved when a state supplies the basic resources necessary for its National Guard to conduct the kind of training which produces needed practical results (construction projects) and helps develop future leaders for the state (the Military Academy, OCS). High morale was evident everywhere.

Fort Polk, La. -- The RFPB group spent the rest of the day visiting the headquarters and subordinate units of the 3/156 Infantry Battalion, LaARNG, a part of the brigade which "rounds out" the 5th Infantry Division (Mech) of the Active Army. The RFPB visited three companies which were conducting field training in Squad Movement to Contact and two locations where live fire exercises were being conducted with antitank weapons and 81 mm and 4.2 in. mortars. Officer and enlisted personnel of the Active Army (5th Div) were present at each training location in the field, providing assistance in ways which clearly showed their deep interest in these units as if they were full-time parts of their own division. The Division Commander, MG Robert Haldane, USA, spent the entire day with the RFPB group. Many opportunities were afforded for RFPB members to talk with individual Guardsmen and active duty personnel.

- o Notes: Confidence in the Army "round-out" program was evident among both Guardsmen and Active Army personnel. A close relationship exists now and will grow as mutual respect grows. Leadership at the top of the Louisiana Army National Guard is obviously outstanding and has developed down to brigade and battalion level. Next step needed is similar development at lower command levels.

Sunday, 12 September 1976

The RFPB group departed Jackson Barracks at 0800 for the U.S. Coast Guard Facility where they were breakfast guests of the Coast Guard. This breakfast afforded opportunity for informal discussions with the several Coast Guard Reservists who were present.

U.S. Coast Guard Facility -- During this visit RFPB members had many opportunities to talk with enlisted members of the USCGR who were on weekend drill. Many examples of live missions being performed by Reservists were observed -- manning rescue boats during the weekend, operating river patrols to observe and enforce anti-pollution regulations, performing buoy maintenance tasks, manning the Search and Rescue control center on weekend, and maintaining their own boats.

- o Notes: This was an outstanding visit with high morale evident everywhere. These Reservists are doing the same kind of work as the Active Coast Guard, they see practical results such as saving lives and property, and they are proud of their units.

Exit Conference -- At this final conference at Jackson Barracks, the RFPB group expressed its unanimous view that the trip had been highly productive. The group particularly commended the Louisiana National Guard not only for the excellent job it had done in planning and managing the visit but also for the outstanding demonstration by its units of efficient operations, dedication to duty, military bearing and appearance and high morale throughout.

General Observations

In this and subsequent sections of this report, all comments in direct quotations are taken from specific comments by members of the Reserve Forces Policy Board following completion of the field trip to Louisiana.

1. Reserve Component units which have close working relationships with Active Force units invariably have higher morale and retention rates, and all indications are that they have higher overall readiness. This is especially noted in air units. "Joint training with Regular Forces -- be it weekends, maneuvers or Annual Training -- is highly productive." In this regard, "the field training activities at Fort Polk were particularly impressive." A similar comment: "Where geographic proximity exists between Reserve Component units and Active affiliates, the roundout/affiliation program is considered a great adjunct to readiness."

2. The similarity of problems in all Reserve Components was evident. Members of the RFPB "became acutely aware of the similarity of personnel from other Reserve Components with respect to their outlook, attitude, interests, problems, etc. -- the missions are different but the people are the same."

3. The Total Force Policy must be explained to personnel at all levels repeatedly. All vestiges of the "we vs. they" Reserve/Active attitudes need to be eliminated through an evolutionary process of better understanding. Much has been accomplished along these lines in several units observed in Louisiana.

4. Within the Reserve Components, the command leadership appears much stronger at the O-6 or O-5 command level than at lower levels. This must remain a matter of emphasis throughout all Reserve Components.

Items for Future Study

1. For many Reserve Component units the retention problem is even greater than the recruitment problem. Many officers and NCO's recommended a re-enlistment bonus after the first six-year enlistment as the greatest need, rather than a recruitment incentive. The retention problem is in a transition phase. For many individuals who originally joined the Reserve Components during the Vietnam War, no form of incentive would retain them. They are rapidly being phased out of the program. Some other Reservists who enjoy their participation indicated they would not re-enlist because they could make more money on other weekend jobs. Before the present transition phase is completed, the fundamental recruitment and retention problems should be addressed to find the most acceptable solution on a permanent basis.

2. "Although maintaining strength is a major problem in most units, the proper equipment needed to attain the required state of readiness must become one of our highest defense priorities." Much is now being accomplished in this direction, but it must remain a matter for continual review and supervision by the civilian and military managers of the Reserve Forces.

3. The problems of the third element of readiness -- training -- were well illustrated on this trip. As mentioned above, field training with Active Force units is ideal. The Naval Reserve still has many Reserve Centers and Facilities in isolated locations which have so few drilling Reservists that they cannot provide adequate training and they are too expensive. As these Centers are closed -- as they should be -- the Navy faces the prospect of losing people they would need on mobilization. "More thought is needed to find a way to bring them to a location that has the equipment and facilities necessary to keep these people in the program while maintaining their readiness status." Alternatively, individuals lost to one Reserve Component through such closures should be recruited to fill existing needs in other Reserve Components.

4. Mutual support among Reserve Components through sharing of major real estate was illustrated at the Naval Air Station where five Reserve Components train at the same base. Each was aware of the missions of the others and were mutually supportive when possible. On the other hand the Naval Reserve was seeking to close several small Centers used only by the Naval Reserve. Procedures already exist in DoD

to supervise most effective use of facilities and to insure shared use wherever feasible. As force structures are constantly revised to meet changed conditions, these aspects of facilities utilization need constant attention.

5. "More standardization in the area of Recruiting Standards -- i.e., mental category, testing, assignments, etc. -- would lead to better quality, less attrition and less cost, plus better retention rates." A program is under way now to expand use of Armed Forces Entrance and Examination Stations (AFEES) for this purpose. This effort should be monitored for possible further expansion.

6. During this trip RFPB members "were asked several times to look into ways we could make Employer Support of Guard and Reserve more effective." The Assistant Secretary of Defense (Manpower and Reserve Affairs), David P. Taylor, had mentioned the same subject to the RFPB at the meeting in Washington just before this trip. Employer and family attitudes are important elements of the retention effort.

Benefits Derived

1. "It has been my impression and I am now convinced that a visit to Reserve Component activities of this nature is essential and fundamental to the RFPB's function. Prepared by the background information developed during 'real world' contact at the troop unit level, the RFPB is in a much stronger and better informed position to advise the Secretary of Defense."

2. "The visits to units were highly effective since there were few 'canned briefings' and the group saw units which were operating under normal reserve duty conditions. The ensuing dialogue between the RFPB members and individual Reservists brought to light many strengths and weaknesses of the Reserve Components. The knowledge gained should enable more analytical thinking and more productive recommendations to the Secretary of Defense."

3. "The interest shown by the members of the RFPB in the Reserve activities of the units should also have a lasting effect on the morale of the Reservists in those units. The fact that a large group of 'flag rank' officers took time out to go into the field seemed to indicate to the Reserve members that the Reserve Components are important in the big picture at the Department of Defense."

4. Public affairs aspects of the trip were entirely favorable. The trip received coverage in daily and weekly newspapers, local radio and television, generally emphasizing readiness in the Reserve Components. Report from the Public Affairs Officer of the Louisiana National Guard is at Appendix E.

RESERVE FORCES POLICY BOARD LOUISIANA FIELD TRIP REPORT

Roster of Participants

Hon. Nita Ashcraft
Assistant Secretary of the Air Force (M&RA)

MG W. Stanford Smith
Military Executive, RFPB

MG O. J. Daigle, Jr., ARNG
Adjutant General, Louisiana (Host)

MG Leonard Holland, ARNG

MG George F. Hamner, USAR

MG Edwin B. Taylor, USAR

RADM Robert A. Hobbs, USNR

RADM Richard Lyon, USNR

MG Louis Conti, USMCR

MG Frank A. Bailey, ANGUS

MG Joseph D. Zink, ANGUS

MG Arthur W. Clark, USAFR

RADM William S. Schwob, USCG

COL John V. Schobelock, USAF
Staff Executive, RFPB

RESERVE FORCES POLICY BOARD VISIT

9-12 September 1976

Firm Itinerary

Thursday, 9 September 1976

1500 (EDT) Depart Andrews AFB, Washington, D.C.,
LaANG C-131 Aircraft

1830 (CDT) Arrive ANG Ramp, USNAS

1835 Depart USNAS, LaARNG UH-1 (3 helicopters)

1845 Arrive Jackson Barracks (4 sedans with driver
standby heliport for shuttle to quarters)

1900 Settle in quarters

1945 Assemble in HQ Bldg lobby for walk tour
to JB dining facility

2000 Reception cocktail and seafood supper
(Civilian leisure attire)

Friday, 10 September 1976

0730 Breakfast at JE dining facility

0800 Orientation on training events and scheduled
events - HQ Bldg, Hall of Fame, JB

0830 Conducted tour of National Guard State HQ
activities, JB

0930 Coffee and doughnut break
Lobby, HQ Bldg, JB

Friday, 10 September 1976 (Cont'd)

1000 Depart Jackson Barracks
(4 sedans)

1015 Arrive F. Edward Hebert Building, Naval Support
Activity. Overview of Command Structure, Naval
Reserve Activities

1115 Lunch, Navy Flag Mess

1200 Depart for HQ 8th Naval District (Navy Swift Boat)

1210 Arrive HQ 8th Naval District

1215 Visit Coastal Riverine Division 22 (8th Naval
District)

1300 Visit Commander, 8th Naval District

1345 Depart HQ, 8th Naval District
(3 helicopters)

1355 Arrive USNAS, Belle Chasse

1400 Visit USNR Training Activity, USNAS

1510 Visit USAFR Training Activity, USNAS

1600 Visit Air National Guard Training Activity,
USNAS

1630 Visit USCG Training Activity, USNAS

1700 Depart USNAS (3 helicopters)

1710 Arrive Jackson Barracks

1800 Cocktail/Buffet, TAG Quarters

Saturday, 11 September 1976

0700 Breakfast, JB dining facility

Saturday, 11 September 1976 (Cont'd)

0800 Depart Jackson Barracks, LaARNG UH-1
(3 helicopters)

0940 Arrive State Police Heliport, Alexandria
(Helicopters refuel and move to Camp Beauregard)

0945 Arrive Alexandria USAR Center
(4 sedans from Camp Beauregard)

0955 Visit 1st Bn 4th Bde 95th Div (USAR)

1015 Depart USAR Center for ARNG training site,
Camp Beauregard (4 sedans)

1025 Arrive Camp Beauregard
Visit LA Military Academy and OCS Training

1050 Depart LA Military Academy (4 sedans)

1100 Visit 528th Engr Bn, LaARNG Training Project

1130 Lunch, Enlisted Men's Service Club

1220 Depart EM Service Club for Camp Beauregard
Landing Field (4 sedans)

1230 Depart Camp Beauregard for Fort Polk
(3 helicopters)

1300 Arrive Fort Polk Training Area
(HQ, 3/156 Infantry Battalion) (Grid 867388)

1325 Depart HQ, 3/156 (3 helicopters)

1330 Arrive B/3-156 Training Area (Grid 935372)
Squad ARTEP--Movement to Contact

1405 Depart B/3-156 Training Area (3 helicopters)

1410 Arrive A/3-156 Training Area (Grid 904408)
Squad ARTEP--Movement to Contact

Saturday, 11 September 1976 (Cont'd)

1430 Depart A/3-156 Training Area (3 helicopters)
1435 Arrive Spt/3-156 Training Area (Range 34C--Grid
937398) AT Platoons, Live Fire Exercise
1500 Depart Spt/3-156 Training Area (3 helicopters)
1505 Arrive Spt/3-156 Training Area (Range 33D--Grid
967434 Dugout 2)
Helicopters depart to refuel at Fort Polk Airfield
1555 Depart Fort Polk for return to Jackson Barracks
(3 helicopters)
1800 Arrive Jackson Barracks
Free Time

Sunday, 12 September 1976

0800 Depart Jackson Barracks (4 sedans)
0810 Breakfast, USCG Facility
0900 Visit USCGR (Captain of Port) Activity
1030 Depart USCGR (4 sedans)
1040 Arrive Jackson Barracks
1045 Exit Conference with Military Executive, RFPB
HQ Bldg, Hall of Fame, JB
1130 Lunch, JB dining facility
1300 Travel of RFPB members to New Orleans
International Airport for return to home station
(4 sedans)



OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
WASHINGTON, D. C. 20301

July 21, 1976

MEMORANDUM FOR THE MEMBERS OF RFPB

SUBJECT: RFPB Field Trip to New Orleans

The proposed RFPB field trip following the September Board meeting to visit units in the New Orleans area, as discussed at the June Board meeting, is now definite. As he indicated at the meeting, Chairman Slezak asked me to discuss it with senior OSD officials, and I have done so. There is agreement that such a trip can be highly useful, subject to appropriate safeguards to avoid any misunderstanding of the purpose of the trip.

We are stressing the following points concerning this trip --

- o Emphasis will be on visits to units, not on briefings.
- o The trip is for Board members only. We are not requesting the participation of any other personnel.
- o The field trip is entirely separate from the Board meeting.

The regular Board meeting will be held here Wednesday and Thursday, September 8-9, and will adjourn in late afternoon Thursday to enable members to fly to New Orleans immediately. The Louisiana National Guard will supply air transportation from Washington on Thursday afternoon. We will be quartered at Jackson Barracks.

A specific program will be prepared by MG O. J. Daigle, Jr. A major element will be visits to units of the 256th Infantry Brigade, LaARNG, training at Fort Polk, La., with the brigade's Active Army affiliate, the 5th Mech Div. Visits to units of other Reserve Components, all of which are represented in the area, will be coordinated at the local level by MG Daigle.

Departure from New Orleans should be arranged by each Board member after 1500 Sunday, September 12.

We will give you further information as plans develop.

W. STANFORD SMITH
Major General, USAR
Military Executive



OFFICE OF THE SECRETARY OF DEFENSE
RESERVE FORCES POLICY BOARD
WASHINGTON, D. C. 20301

July 21, 1976

MEMORANDUM FOR Assistant Secretary of the Army (M&RA)
Assistant Secretary of the Navy (M&RA)
Assistant Secretary of the Air Force (M&RA)

SUBJECT: Reserve Forces Policy Board (RFPB) Field Trip to New Orleans Area

I have discussed with each of you the plans for a field trip by RFPB members on September 10-12 to visit Reserve Component units in the New Orleans area immediately following adjournment of the next RFPB meeting here September 8-9.

Although visits to units of all the Reserve Components will be coordinated at the local level by MG O. J. Daigle, Jr., Adjutant General of Louisiana, we will appreciate it if you will inform appropriate elements of your Department, including Chiefs of the Reserve Components, about these plans.

You will recall the following points were made in our discussion:

- o Emphasis will be on visits to units, not on briefings.
- o The trip is for Board members only. We are not requesting the participation of any other personnel.
- o The field trip is entirely separate from the Board meeting.

A handwritten signature in cursive script that reads "Stan Smith".

W. STANFORD SMITH
Major General, USAR
Military Executive

Appendix D

HEADQUARTERS
LOUISIANA ARMY AND AIR NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
JACKSON BARRACKS
NEW ORLEANS 70146

CS-IO

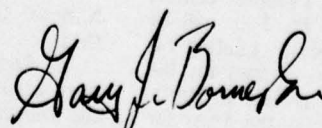
30 September 1976

SUBJECT: Public Affairs Activities of RFPB Visit to Louisiana

Major General W. Stanford Smith
Reserve Forces Policy Board, OSD
Room 3B260, The Pentagon
Washington, D.C. 20301

1. Attached are a few samples of the Public Affairs coverage during the visit of the Reserve Forces Policy Board. There are still some clippings expected from our clipping service in the northern part of the State.
2. Also, the video-tape of the television interview and coverage of the 256th Infantry Brigade exercise is being prepared for me. As soon as it arrives, I will forward it to your office.
3. Stories for the "Guardman" and "Air Reservist" are attached. They have been submitted along with appropriate photos and should be published within the next thirty (30) days.
4. The filmed interviews of you and Mrs. Ashcraft as well as members of the 256th Infantry Brigade have been forwarded to NGB-OI for use in the Inter Com program. I am requesting a copy be sent to your office.
5. It is my considered opinion that all public affairs aspects of the visit were highly successful. Wherever the board visited, we received coverage in the press, on radio and television news. It is obvious from the copy of the news stories, that the visit highlighted the "readiness" condition of the Reserve Forces.
6. It was a pleasure working with you and the members of the board. The cooperation shown resulted in a successful public affairs activity.

FOR THE ADJUTANT GENERAL:


GARY J. BORNE, SR.
1LT ANG
Public Affairs Officer

New Orleans (La.) Times-Picayune, Sept. 8, 1976

Inspection Scheduled for N.O. Area Reserves

Fourteen members of the Reserve Forces Policy Board, which advises the secretary of defense, will inspect New Orleans area reserve units Friday through Sunday.

Maj. Gen. O.J. Daigle Jr., Louisiana National Guard Adjutant General and a member of the Reserve Forces Policy Board, said the purpose of the visit is to observe the facilities and training of local components.

"With the cutbacks of our active forces, reserve forces are being called upon to carry a larger burden of our total force available for our national defense," Daigle said. "Louisiana was selected for this visit because of the unique situation in which all the services have reserve forces in close proximity to each other."

For example, he said Alvin Callender Field has flying units for the Navy, Ma-

rines, Coast Guard, Air National Guard and the Air Force Reserve.

"In addition," he said, "one of the finest infantry brigades in the Army National Guard, the 256th Infantry Brigade of Lafayette, is affiliated with the Army's 5th Infantry Division (Mechanized) at Fort Polk. As such, the 256th Infantry Brigade is one of three brigades of this regular Army division."

"The board is interested in seeing in the field how units such as the 256th are performing under the total force policy with their active duty partner."

He added, "We are pleased that the board chose our area to visit as Louisiana has been a staunch supporter of a strong reserve force in our total force policy, and the quality of the reserve units here will bear this out."

The board will visit the reserve components at the U.S. Naval Air Station in Belle Chasse and other locations in New Orleans on Friday and observe training activities of the 256th Infantry Brigade at Fort Polk on Saturday. A visit to Camp Beauregard in Pineville will also be on the agenda.

Baton Rouge (La.)
Morning Advocate
Sept. 7, 1976

Reserve Unit Inspection

NEW ORLEANS — Fourteen members of the Reserve Policy Board, principal policy advisor to the Secretary of Defense on armed forces reserve components, will visit units in New Orleans and Lafayette Sept. 10-12.

Maj. Gen. O. J. Daigle Jr., state adjutant general, said Louisiana was selected because it is unique in having all reserve forces in close proximity to each other. Alvin Callender Field has flying units from the Navy, Marines, Coast Guard, Air National Guard and Air Force Reserve and 256th Infantry Brigade of Lafayette, he said, is considered one of the finest in the country.

Alexandria (La.) Daily Town Talk, Sept. 10, 1976

Reserve Units to Be Inspected

Policy advisors to the secretary of defense will inspect Army reserve and National Guard facilities here Saturday, according to Maj. Gen. O.J. Daigle, Louisiana's adjutant general.

Touring the Army Reserve Center, Camp Beauregard and Ft. Polk will be Maj. Gen. W. Stanford Smith, military executive and military spokesman for the Reserve Policy Board; Donald C. Brotzman, assistant secretary of the Army for manpower and reserve affairs; Mrs. Juanita Ashcroft, assistant secretary of

the Air Force for manpower and reserve affairs, and a number of reserve officers.

The board is the principal policy advisor to the defense secretary on matters relating to reserve components.

At Ft. Polk, the group will observe a National Guard infantry brigade in the field.

At Camp Beauregard, they will look over engineering projects and will tour the Louisiana Military Academy and the Officer Candidate School.

KISATCHIE GUARDIAN

Sept. 17, 1976

Published in the Interest of Personnel at the 5th Infantry Division (Mechanized) and Fort Polk, La.

PAGE ONE

8" x 10" Photograph

A NATIONAL GUARDSMAN assaults a gun position amidst artillery simulator smoke during last weekend's squad tactics exercise here.

Guard trains for ARTEP

National Guardsmen were busy here last weekend as they prepared for their Army Training Evaluation Program coming up Oct. 18-19.

Guardsmen from 3rd Battalion, 156th Infantry Brigade, Jennings, La., worked on squad level tactics with 1st Battalion, 61st Infantry Brigade stationed here. Squads practiced movements to contact and underwent weapons training

on Ft. Polk's firing ranges Saturday. They went on night reconnaissance missions until midnight, when they set up perimeter defenses and bivouaced for the night.

Members of the Reserve Forces Policy Board representing four services were also here to observe the training and facilities available to the reserve component. The board is the principal

policy adviser to the Secretary of Defense on matters relating to reserve components.

According to Maj. Gen. O.J. Daigle, Louisiana adjutant general, who was here with board members, "With all the cutbacks on our active forces, reserve forces are being called upon to

provide more of the total forces available for our national defenses. The board is interested in seeing how reserve units are performing under the Total Force policy."

Louisiana was selected for the visit because of the unique situation in which all the services have reserve forces located close to each other. In addition, they observed the progress of Camp Beauregard in Pineville which is being renovated into a training facility for National Guard units

New Orleans (La.) Times-Picayune, Sept. 13, 1976

Board Observes Lafayette Reserve Unit

Fourteen members of the Reserve Forces Policy Board completed a visit to reserve forces in Louisiana Sunday with an in-field observation of the Louisiana National Guard's 256th Infantry Brigade of Lafayette.

The board is the principle policy advisor to the Secretary of Defense on matters relating to Reserve components. The purpose of the visit was to observe the facilities and training of Louisiana units.

The 256th Infantry Brigade of Lafayette, noted as one of the finest infantry brigades in the Army National Guard, was especially suited for the visit because of its affiliation with the U.S. Army's 5th Infantry Division (Mechanized) at Fort Polk.

The board was interested in seeing how units such as the 256th are performing with their active duty partners.

The board observed the training this weekend at Fort Polk, which involved simulated combat with ground troops, plans and operations, anti-tank weapons, mortar training, and live fire exercise.

The board also visited Camp Beauregard in Alexandria to observe construction progress.

Camp Beauregard is undergoing a 10-year renovation program and will be used as a full-time training facility for the Louisiana National Guard and the U.S. Army Reserve.

New Orleans West Bank Guide, Sept. 15, 1976

Visit to Local Reserve Groups

By KEN SALZER

Friday, Sept. 10, thirteen members of the 21-member, Pentagon-based Reserve Forces Policy Board spent one day of their two-day visit touring major

Reserve installations in the New Orleans area, among them two West Bank installations—the Naval Reserve headquarters in Algiers and Alvin Callendar Field in Belle Chasse.

The group was composed of generals and flag level officers and one assistant secretary of the Air Force.

Maj. Gen. W. Stanford Smith USAF, executive officer of the Policy Board which advises the Secretary of Defense on all Reserve matters, in an interview with West Bank Guide and Times Picayune reporters, said this was the first visit the Board conducted together as one group. This area was chosen for the visit, he said, because it alone in the United States contains major elements of all seven Reserve components: the Navy, Marines, Air Force, Army, Coast Guard and Air and Army National Guards.

Smith said one purpose of the tour was to allow Policy Board members for each component to view activities of the other's component and receive briefings which would allow all to get a fuller understanding of the overall tenor of Reserve activity and readiness.

"Readiness is a key word in the present-day defense force and readiness is especially important to the Reserves, who now have a greater share of the responsibility for

national defense than ever before. The present Total Force Policy demands that Reserve Forces be as ready to respond in a defense situation as regular active-duty military units. In fact the Total Force policy calls for the deployment of Reserves as part of any defense force, as an example an Air Force Wing may be composed of three active-duty squadrons and two Reserve squadrons who must

react as one unit. Reserves are an integral part of our defense force today."

In discussing the present shortage of men (75,000 short in a million-man force), particularly enlisted personnel, Gen. Smith said that the Policy Board was considering several possible options to retain present Reservists and to attract new recruits. Among these options were tuition assistance and better advertising of the trade training available to all recruits, advertising of the pay advantages for the 48 yearly drills and the two-week summer

camp and advertising the privilege of using the PX facilities one day for each day of drill. "An increase of personal counseling to retain present personnel is also a necessary part of maintaining Reserve strength," added the general.

Mrs. Juanita Ashcraft, assistance secretary of the Air Force for manpower and Reserve affairs, also a participant in the interview said that in visiting the Reserve installations in this area, her first such visit since becoming an assistant secretary, she had been impressed by the high quality of the people in the units and by their eagerness and dedication.

The 13-members of the Policy Board spent Saturday, Sept. 11, visiting Army Guard units at Ft. Polk and Camp Beauregard before returning to the Pentagon or, in the case of some Reserve members, returning to their home units.